



North Carolina Department of Natural and Cultural Resources

Dynamic Pricing Report to the Environmental Review Commission

Purpose of Report

Session Law 2015-241 House Bill 97 14.30. (a) The Department of Cultural Resources is renamed the Department of Natural and Cultural Resources, and all functions, powers, duties, and obligations vested in the following programs, divisions, and entities within the Department of Environment and Natural Resources are transferred to, vested in, and consolidated within the Department of Natural and Cultural Resources by a Type I transfer, as defined in G.S. 143A-6:

- (1) The Division of Parks and Recreation.
- (2) The State Parks System, including Mount Mitchell State Park.
- (3) The North Carolina Aquariums Division.
- (4) The North Carolina Zoological Park.
- (5) The Museum of Natural Sciences.
- (6) Clean Water Management Trust Fund.
- (7) The Natural Heritage Program, within the Office of Land and Water Stewardship.

In addition, Session Law 2015-241 extended dynamic pricing ability to the North Carolina Zoological Park, the State Parks, the North Carolina Aquariums and the North Carolina Museum of Natural Sciences. Dynamic pricing was defined as “the adjustment of fees for admission and related activities from time to time to reflect market forces, including seasonal variations and special event interests, with the intent and effect to maximize revenues from use of these State resources to the extent practicable to offset appropriations from the General Assembly.

Session Law 2015-241 included the following reporting requirement:

“No later than March 1, 2016, the Department of Environment and Natural Resources, the Department of Cultural Resources, and the department of Agriculture and Consumer Services shall submit a report on implementation of the new pricing strategy to the Environmental Review Commission, including an evaluation of the feasibility and obstacles to charging new entrance or admission fees at other attractions not subject to this section.”

The above-mentioned divisions transferred from the former Department of Environment and Natural Resources (DENR) to the former Department of Cultural Resources (DCR). As noted, the budget bill also renamed the Department of Cultural Resources, the Department of Natural and Cultural Resources (DNCR). Since the divisions within the former DCR received exemption from rule-making related to changes in their admission fees in 2013, there will be more information to provide relative to those divisions. The state entities that received the exemption in 2013 include Tryon Palace, Historic Sites and Museums, and Battleship North Carolina.

This report will highlight the strategies for dynamic pricing, pricing changes made since the 2013 enabling legislation, and the results for the various divisions. Prior to 2013, prices were occasionally modified, but the lengthy change approval process through rulemaking served as a deterrent and therefore limited the divisions’ desire to make changes. Prior to 2013, only Roanoke Island Festival Park in the Department of Cultural Resources had the ability to adjust prices without going through the extensive rulemaking process. This report will show how dynamic pricing has affected

revenue generation at Historic Sites, Tryon Palace, the North Carolina Transportation Museum, Roanoke Island Festival Park and Battleship North Carolina. This report will also provide observations for the aforementioned divisions and the North Carolina Zoological Park, the State Parks, and the North Carolina Aquariums.

Background Information

For FY 2013-14, Session Law 2013-360, s. 19.1 and 19.2, allowed an exemption from rulemaking (NCGS § 150B) for establishing and changing admission and activity fees at historic sites, museums, Tryon Palace Historic Sites and Gardens, and the U.S.S. North Carolina Battleship.

For fiscal year (FY) 2011-12, Session Law 2011-213, s. 1, created a special, interest-bearing revenue funds for the Division of State Historic Sites and the Division of State History Museums. The fund consists of all receipts derived from the lease or rental of property or facilities, disposition of structures or products of the land, private donations, and admissions and fees collected at the State Historic Sites, State History Museums, and Maritime Museums. The revenues in the fund may be used only for the operation, interpretation, maintenance, preservation, development, and expansion of the individual State Historic Site, State History Museum, and Maritime Museum where the receipts are generated. The respective Division and the staff from each State Historic Site, State History Museum, and Maritime Museum will determine how the funds will be used at that Historic Site, State History Museum, and Maritime Museum.

Also, for FY 2011-12, Session Law 2011-145, s. 21.1, created as a special interest bearing, nonreverting enterprise fund for the North Carolina Transportation Museum (NCTM). The fund is used to pay all costs associated with the operation and maintenance of the NCTM. All receipts derived from the lease, rental, or other disposition of structures or products of the land, as well as all admissions and fees, gifts, donations, grants, and bequests, are credited to the fund. The fund includes an emergency reserve of \$300,000 out of existing unobligated funds including lapsed salaries and unobligated special funds. Any use of the emergency reserve will require reimbursement from museum receipts.

Beginning FY 2015-16, Session Law 2015-241, s. 14.11.(b) allowed an exemption from rulemaking (NCGS § 150B) for the North Carolina Zoological Park, the State Parks, the North Carolina Aquariums and the North Carolina Museum of Natural Sciences. The session law also created a special fund for the Museum of Natural Sciences and modified the NC Zoo and NC Aquariums special funds.

Rule-making Exemption and full ability for dynamic pricing (year)

- Battleship North Carolina (2013)
- Historic Sites (2013)
- Roanoke Island Festival Park (since inception)
- NC Transportation Museum (2013)
- Tryon Palace (2013)
- NC Aquariums (2015)
- NC State Parks (2015)
- NC Zoo (2015)

Due to the timing of additional analysis, this report does not address the Museum of History and the Natural Science Museum. As noted, Session Law 215-241, s. 14.11.(h) The Department of Cultural Resources, as reorganized and renamed by Section 14.30 of this act, shall study issues related to charging admission fees at the North Carolina Museum of History and the North Carolina Museum of Natural Sciences (collectively, the Museums). The study shall address the following issues:

- (1) The impact on receipts and attendance if the Museums charged an admission fee.
- (2) Admission fee policies for state-supported museums in other states and the impacts and receipts from those fees.

(3) The costs of new or modified infrastructure and other implementation costs necessary for the Museums to charge fees.

(4) Any synergies or cost savings in the charging and collection of fees due to the geographic proximity of the primary facilities for each of the Museums.

See Appendix 2 for the full text of the laws supporting dynamic pricing.

DNCR Dynamic Pricing Process and Benefits

DNCR is very appreciative of the exemption from rulemaking and therefore the opportunity for dynamic pricing's flexibility as it encourages revenue generation and enhances efficiency for the benefit of the agency. Dynamic pricing compliments DNCR's strategic plan in its focus on Education, Economic Development and Efficiency while encouraging the agency to operate with business principles. As the department strives to maintain fiduciary responsibility, it's critical to be strategic and proactive in managing all of these state treasures.

The rulemaking process set out in statute GS 150(B) is both cumbersome and time-consuming for organizations that are operating as a business. Since fees are considered rules, changing fees in the past involved numerous steps and required over a year to complete. The required processes include fiscal notes and public hearings. Further details are located in Appendices 1 and 2. The exemption from the rulemaking process allows the department to manage the state entities with a business mind frame using market research to develop pricing strategies. With the flexibility to tailor the admission fees based on the dynamic marketplace, the individual divisions are able to operate with an entrepreneurial spirit and utilize pricing strategies to alter admission and activity fees based on supply and demand theories.

With the vision *to be the leader in using the state's natural and cultural resources to build the social, cultural, educational and economic future of North Carolina*, it is critical to strive to achieve a respectable balance in stewardship. Without straying from its mission, DNCR strives to generate revenue to support the sustainability of these state treasures. Specifically, the DNCR strategic goals encourage Education, Economic Development and Efficiency:

- Education - Promote Opportunities for Online, Outreach, and Onsite educational experiences that are Innovative, Interactive, and Inspirational (but still authentic and memorable) to improve quality of services and to stimulate learning
- Economic Development - Create Opportunities for engaging participants through innovative programming, thematic scheduling, and earned income activities for national distinction to promote economic development
- Efficiency – Preserve, Conserve and Protect North Carolina's Natural and Cultural Resources in a more efficient and effective manner

Dynamic pricing allows the divisions to preserve and conserve the resources, but charge admission fees that are in line with the demands of the marketplace. This exemption from rule-making specifically:

- Encourages timely decision making based on market dynamics and the development of innovative ideas to capture additional revenue
- Provides flexibility in pricing, including coupons, tiered rates, group rates, discounts to special groups etc.
- Inspires special programming and new earned income activities to help meet needs in communities (e.g. camps)
- Allows for implementation of seasonal rates
- Encourages our site managers to be entrepreneurial while maintaining the mission to preserve history and conserve natural heritage.

DNCR encourages market research to identify pricing sensitivities and to determine short-term and long-term pricing structures. Recognizing that market research can only offer assumptions and estimates, the divisions are encouraged to try new strategies in order to generate revenue for the long-term sustainability of the division. But, the divisions are encouraged to make changes if the results are not favorable. Dynamic pricing allows for this risk-taking as well as for

seasonal changes without having to change the rules numerous times. The supporting research and analysis includes current market trends of visitation, comparable market analysis, review of other tourist attraction activity both national and local and community engagement.

Even with exemption, the divisions follow the designated process. Fee recommendations are developed at the local level and submitted to the Deputy Secretaries for review. Recommendations have to include market research and rationale for changing prices along with projected revenue estimates. The Secretary of Natural and Cultural Resources has final approval. Once approved, at DNCR, there are currently two separate processes for reporting. For Historic Sites, Museums and Commissions, DNCR submits a report within 30 days of any fee change to the Joint Committee on Government Operations (“Gov Ops”). DNCR also submits amendments to the applicable rules to the Office of Administrative Hearings. The other process exists for the divisions transferred from the former Department of Environment and Natural Resources due to the current difference in legislations. For these newly transferred divisions, DNCR is not required to notify Gov Ops, but DNCR does notify the codifier of rules at the Office of Administrative Hearings to repeal the applicable rules for the fees.

DNCR Dynamic pricing Strategies

In implementing dynamic pricing, DNCR has found that certain specific strategies can be implemented across the sites to increase revenue. These strategies take into account the diversity in our department including geographical location and proximity to population centers and heavy traffic corridors.

- 1) **Peak season pricing** – increasing pricing during the peak season at sites with consistent heavy visitation
- 2) **Special discounts** – offering price breaks to increase interest in sites during historic low visitation periods, to attract new audiences or to partner with other organizations
- 3) **Long-term admission fees changes**- Increasing overall admission fees where base price has been the same for years, visitation is high and analysis of comparable fees support an increase
- 4) **Short-term admission fees changes** - Decreasing pricing for short term needs to encourage visitation at sites undergoing renovations or those struggling with visitation due to various reasons
- 5) **New experiences** – Offering new fee-based activities at sites to bring in new sources of revenue—camps, craft demonstrations and workshops, behind-the-scenes tours, holiday events, candlelight tours, lectures, concerts.

Critical Success Factors

DNCR recognizes there are a few critical success factors in dynamic pricing. These include leadership and analysis, special revenue funds and communications.

The leadership within the Divisions and DNCR are critical to the success of dynamic pricing. The Division Directors leadership drives the change with the responsibility for the upfront and ongoing analysis as well as for the execution of the change. The entrepreneurial spirit resides in the leadership at the local site or museum. Over the last few years, DNCR has encouraged a new culture of financial stewardship, creative programming and risk-taking in order to try new things to attract new audiences for the benefit of the site and community. In addition, the Deputy Secretaries, the CFO in Finance and Budget, the Assistant Secretary of Marketing and Communications and the Strategy and Policy Advisor are all engaged in pricing changes due to the implications that changes may have within the budget process, marketing tools and within the rulemaking process. This team works collectively to ensure policies are followed and consistency occurs.

In 2011, special revenue funds were created for the former DCR divisions as noted earlier. These funds are used to collect the special activity fees that the state employees generate for the benefit of the site. The special revenue funds created for DNCR divisions is a critical piece of revenue generation and dynamic pricing. The funds generated on site by

state employees that remain in the special Revenue Funds encourages intentional stewardship by allowing the leadership to invest these funds into the state entity for capital improvements, maintenance, repairs, temporary employees for special events, supplies, educational programming and enhanced exhibits. These investments are often designated to necessary changes that encourage future revenue generation.

Without special revenue funds, any revenue generated reverts to the General Fund. In addition, without a special revenue fund, it is also more likely that the support groups collect and use the funds that are generated on site. This decreases the state's ability to manage the funds raised by state employees' involvement in revenue generating activities. Operating with "reinvestment" business principles is a critical component of managing a site or museum efficiently and it's been critical for division leadership to see the fruits of their labor. Businesses do not wipe out cash levels at the end of the year but instead recognize opportunities to be strategic, proactive and manage funding wisely. There is little incentive for the divisions to improve revenue generation if the funds do not remain within the division to support the site. For this reason, it is critical that the legislature establish a special revenue fund for State Parks receipts based efforts in line with the Historic Sites within DNCR.

Finally, communications are extremely important within dynamic pricing. As each division over a site, museum, aquarium, zoo or pier considers changes in prices, it's critical to communicate these opportunities within DNCR and with all stakeholders. Admission fees are communicated on multiple websites, brochures, and other advertising tools and with partners. While the exemption from rule-making allows for the flexibility, these changes are still reported in the correct process as previously described. Even with exemption, it's critical to make admission and activity fees visible to the public and communicated to the correct legislative bodies.

Obstacles

DNCR recognizes a few obstacles when discussing dynamic pricing among all the divisions. With a diverse agency among four pillars, ARTS, HISTORY, LIBRARIES and NATURE, it is critical to recognize the diversity and complexity. While the enlarged agency plans to create opportunities to discover creative collaborative initiatives, the differences among the pillars are significant. As a result, some creative ideas to generate revenue are ideal at one location, entity or venue but would not be successful at another.

One of the greatest obstacles to charging at places that currently do not charge admissions is the lack of infrastructure. At their current state of development, a number of the DNCR locations could not support a general admission fee due to staffing, lack of enhanced exhibits, and the wide breadth of property where there is more than one entrance. DNCR handles these challenges for special events through teamwork and collaboration. By shifting staff, calling in volunteers, hiring temps for special events, and creating short term entrance areas, DNCR can create programs worthy of a ticket. The ongoing challenge is to have more events, while maintaining an infrastructure which provides a solid basic experience (at relatively low cost) between those events.

Based on GS 121-4 Powers and duties of the Department of Cultural Resources, DNCR has been given the responsibility of supporting the public schools and supplementing the Department of Public Instruction in the teaching of history. For this reason, it makes it difficult to charge admission to school groups at Historic Sites and at the History and Maritime Museums for field trips. These obstacles limit dynamic pricing for admission fees, but these divisions focus on special programs, traveling exhibits and other opportunities that do charge an entrance fee.

The Division Directors and DNCR are thankful for dynamic pricing and for special revenue funds. As these leaders work diligently to discover new revenue generating activities, the flexibility in pricing and these special revenue funds are critical to have support to keep basic operations intact and to create additional innovative programs in line with the DNCR strategic plan. For divisions without special revenue funds and divisions with restrictions on these funds, it is an

obstacle to retain and use the generated revenues. With the reductions in funds for temporary staffing, maintenance and insurance, many of the DNCR divisions have used revenue generating opportunities to cover critical needs. In addition, these new special events, programs and activities have given new life to the sites and museums and have elevated the product offering in line with DNCR's vision – to use natural and cultural resources for the educational, social, economic and cultural future of North Carolinians.

DNCR Divisions Analysis

The remaining of the report will address specific changes by division as it's important to review how each of the entities has utilized dynamic pricing. This analysis focused only on receipts and did not take into consideration expenditures. The flexibility that the General Assembly gave DCR in 2013 has resulted in increased revenue and visitation. An increased marketing budget would further allow us to publicize our special events and discounts and would increase revenue and visitation. Since Session law 2015-241 exempted the NC Zoo, State Parks, NC Aquariums and NC Museum of Natural Sciences from rulemaking only recently, it is too early to know what effect these changes will have on revenue generation. But, based on experience with Historic Sites and the Zoo, these divisions expect increased revenue and visitation.

Battleship North Carolina

www.battleshipnc.com

World War II Battleship, namesake of the State. At the time of her commissioning on 9 April 1941, she was considered the world's greatest sea weapon. Armed with nine 16-inch/45 caliber guns in three turrets and twenty 5-inch/38 caliber guns in ten twin mounts, NORTH CAROLINA proved a formidable weapons platform. Her wartime complement consisted of 144 commissioned officers and 2,195 enlisted men, including about 100 Marines. During World War II, NORTH CAROLINA participated in every major naval offensive in the Pacific area of operations and earned 15 battle stars. In 1958 the announcement of her impending scrapping led to a statewide campaign by citizens of North Carolina to save the ship from the scrappers' torches and bring her back to her home state. The Save Our Ship (SOS) campaign was successful and the Battleship arrived in her current berth on 2 October 1961. She was dedicated on 29 April 1962 as the State's memorial to its World War II veterans and the 11,000 North Carolinians who died during the war. The Battleship is one of North Carolina's most iconic attractions and a keystone of the State's history.

Visitation

Visitation:

	2013-2014	2014-2015
On-site visitors	204,307	203,633

Admission Fees

Fees:

	2015	2016
Adult	\$12.00	\$14.00
Children (6-11)	\$6.00	\$6.00
Military	\$10.00	\$10.00
Children (5 & under)	free	free

Observations:

The Battleship did not see any decrease in visitation when admission fees increased in 2015. Instead, the Battleship visitation increased 16.5% in the first nine months of 2015 relative to 2014. This generated an additional \$294,000 in revenue. The Battleship does not receive state appropriations but generates enough receipts to support its operations. The Battleship does not see any value in utilizing seasonal pricing strategies but does offer special event tours. Military veterans are a significant visitor base and greatly appreciate the discount. The Battleship continually pursues opportunities to generate revenue including rentals, special programming and behind the scene tours. The Battleship has other robust operations including a gift store and photo booth. Dynamic pricing supports the Battleships mission. The leadership continues to assess the market to manage this state treasure with excellent stewardship and focus.

Results

U.S.S. North Carolina Battleship

Full Ability to Implement Dynamic Pricing Strategies

	FY 2010-11 - EF	FY 2011-12 - EF	FY 2012-13 - EF	FY 2013-14 - EF	Percentage Change from FY 2010-11 to FY 2013-14
Admission Fees	1,964,418.00	2,161,468.00	2,161,381.50	2,068,465.00	-4%
Rentals	77,035.50	99,012.50	67,558.56	85,124.99	-14%
Commissions	89,332.26	95,134.58	101,327.45	121,076.04	27%
Special Events	165,499.17	68,287.20	64,183.00	38,437.41	-44%
Noncapital Gifts			314,525.25	288,864.72	
Total	2,296,284.93	2,423,902.28	2,708,975.76	2,601,968.16	7%
Ending Cash Balance	2,569,611.13	3,606,648.76	5,464,712.62	5,177,256.58	44%

Notes

- Enterprise Fund (EF)
- The amounts reflected above do not include nonprofit support group funding. Noncapital gifts were mostly deposited
- The Battleships fiscal year is from October to September.
- Audited financial statements for the previous fiscal year are typically released in the spring of each year. FY 2014-15 audited financial statements have not been completed/released by the Office of the State Auditor.
- The decrease special event receipts from FY 2010-11 is associated with cancellations of special events due to inclement weather and nonrecurring revenue sources associated with the 50th anniversary in 2011.

Historic Sites

www.nchistoricsites.org

The Division of Historic Sites includes 23 historic sites located throughout the state. Historic Sites cover North Carolina history from Colonial times through World War II and include the following sites:

Alamance Battleground	Pre-Revolutionary War site where Royal Governor William Tryon defeated colonial revolutionaries in the Battle of Alamance, 1771. Some see this as the “beginning” of the American Revolution. (Alamance County)
Charles B. Aycock Birthplace	Boyhood home of Governor Aycock, who was Governor 1901-1905. The site serves as an example of a farm in the 1800s. (Wayne County)
Bennett Place	Scene of the largest surrender of the Civil War, April 26, 1965, and the negotiations preceding the surrender. (Durham County)
Bentonville Battlefield	The Battle of Bentonville was the last full-scale action of the Civil War in which the Confederate army was able to mount a tactical offensive. It was the largest battle ever fought in North Carolina and the only significant attempt to stop Sherman in his march through the Carolinas. (Johnston County)
Brunswicktown/Fort Anderson	Brunswicktown was a colonial port established in 1726; it was burned and abandoned during the Revolutionary War. A civil war fort was built over the ruins of the colonial town. Fort Anderson was lost to the federal army in February 1865. (Brunswick County)
Charlotte Hawkins Brown Museum	The site of the Palmer Memorial Institute, which was a premier boarding school for African American students from 1902 to 1971. (Guilford County)
CSS Neuse/Gov. Caswell Memorial	The remains of the CSS Neuse, a Civil War ironclad are housed in a climate controlled museum in downtown Kinston. Nearby is the memorial and grave of the first state Governor Richard Caswell. (Lenoir County)
Duke Homestead	The historic home, farm and factory buildings of Washington Duke, who with his family grew and processed tobacco, and began the American Tobacco Company, the largest tobacco company in the world at the time. The Duke family helped found Duke University and Duke Energy. (Durham County)
Fort Dobbs	Built in 1755, Fort Dobbs served as a base for provincial soldiers to guard the western frontier during the French and Indian War. (Iredell County)
Fort Fisher	This Confederate fort controlled access to the port of Wilmington during the Civil War, and maintained the strategically important blockade running trade. In January 1865, the federals assaulted and took the fort, removing the Confederate army’s crucial supply line. (New Hanover County)

Historic Bath	Bath is the oldest town in North Carolina, founded in 1705 and became NC's first port of entry. Political rivalries, Indian wars and visits from Blackbeard marked its early years. (Beaufort County)
Historic Edenton	Edenton's Historic Site includes the Courthouse which is a National Historic Landmark, the home of James Iredell, former North Carolina Governor and US Supreme Court Justice, many historic buildings and the Roanoke River Lighthouse. The site is important in showing the daily activities of the colonial and early statehood period. (Chowan County)
Historic Halifax	On April 12, 1776, the Halifax Resolves were adopted in Halifax by the Fourth Provincial Congress of North Carolina. A constitution for the state was also written in 1776. Halifax was critical during the Revolutionary War as a recruitment center, arms manufacturer and home to Revolutionary War leaders. It was also important to the Underground Railroad. (Halifax County)
Stagville	Stagville was the largest antebellum plantation complex in North Carolina. By 1860 it included over 30,000 acres and was home to 900 slaves. The site includes the 18th century plantation home and original slave quarters built in 1850, and the massive Great Barn, the largest agricultural building in the state at the time it was built in 1860. (Durham County)
Horne Creek Living Historical Farm	The farm serves as an outdoor museum and research center dedicated to the study, preservation and interpretation of everyday farm life of North Carolina's agricultural and cultural heritage at the beginning of the 20th century. (Surry County)
House in the Horseshoe	Built in the horseshoe shaped bend of the Deep River in 1772 by Philip Alston, the home was the site of a Revolutionary War skirmish and later the home of North Carolina Governor Benjamin Williams. (Moore County)
President James K. Polk	The site is located on land owned by the parents of the 11th President of the United States, James K. Polk. The site, consisting of a log house, kitchen building and barn, commemorates events of the Polk Administration, including the Mexican-American War and the annexation of California. (Mecklenburg County)
Reed Gold Mine	The first documented discovery of gold in the United States occurred here when Conrad Reed found gold in Little Meadow Creek in 1799. By 1831 there was an underground mine operating. At the site, visitors can pan for gold and tour the underground mine. (Cabarrus County)
Somerset Place	Owned by the Collins family, Somerset offers a comprehensive view of life on an 18th century plantation. Slaves at Somerset cultivated thousands of acres of rice, corn and wheat. By 1860, more than 300 slaves lived and worked at Somerset. (Washington County)
State Capitol	The State Capitol building is North Carolina's capitol and home of the Office of the Governor, and prior to 1963 was the home of the North Carolina legislature. It is the finest example of Greek Revival civic architecture in the southeast. (Wake County)

Thomas Wolfe Memorial

This house in Asheville was the home of author Thomas Wolfe. The site includes the house which was his mother's boarding house, and a playhouse constructed by his father. Both buildings were portrayed in Wolfe's 1929 novel, *Look Homeward Angel*, and the site interprets the period and culture of Wolfe's life. (Buncombe County)

Town Creek Indian Mound

Situated on the grounds of a 1,000 year old Mississippian Mound village site, it is one of only a few such sites still in existence in the US today. The site was a political and ceremonial center for the region and many high ranking tribe members lived, died and were buried there. The Mound is still an archaeological site, and is an important site for public education. (Montgomery County)

Zebulon B. Vance Birthplace

The site commemorates the life and work of North Carolina's Civil War Governor Zebulon Vance. It interprets the life of the early settlers to the Reems Creek Valley of Northern Buncombe County between 1795 and 1840. (Buncombe County)

Visitation

Visitation:

	2013-2014	2014-2015
On-site visitors	1, 191,901	1,471,873

Observation:

Historic Sites do not require an admission fee to most of the individual sites. Over the last few years, all of the individual Historic Sites have been encouraged to offer special events, behind the scene tours and programming that require admission fees. The flexibility from dynamic pricing has been extremely helpful at Historic Sites. Adding special events and programs have increased visitation and generated revenue. Also, selective Historic Sites offer rentals for weddings and other private events. Since 2011, Historic Sites has increased revenue by 46%. Admission fees alone have increased 110%. The special revenue fund collected \$363,743 in 2015 fiscal year. This cash balance covers fixed costs, exhibits and special programming opportunities and has allowed the local leadership to invest in the site to initiate additional revenue generating programs.

Results:

Full Ability to Implement Dynamic Pricing Strategies

						Percentage Change from FY 2010-11 to
	FY 2010-11 - GF	FY 2011-12 - SF	FY 2012-13 - SF	FY 2013-14 - SF	FY 2014-15 - SF	FY 2014-15
Admission Fees - 435700	62,773.75	65,848.00	96,639.32	113,326.03	132,038.42	110%
Rentals - 435410	23,220.00	54,559.95	60,058.68	76,840.72	69,937.00	201%
Noncapital Gifts - 436200	162,930.63	86,290.88	115,600.02	123,848.71	161,768.55	-1%
Total Fees, Rentals, and Gifts	248,924.38	206,698.83	272,298.02	314,015.46	363,743.97	46%
Ending Cash Balance	-	102,079.69	198,218.28	348,719.60	346,500.32	

Notes

- Prior to FY 2011-12, receipts were deposited in the General Fund (GF). The Special Fund (SF) was established in FY 2011-12.
- In FY 2011-12, Historic Sites changed fees through the rulemaking process. The process was time-consuming. The fees changes were effective at the beginning of FY 2012-13.
- In FY 2013-14, Historic Sites became exempt from Rulemaking. All fees changes became effective immediately.
- The noncapital gifts amount mostly consists of nonprofit support for temporary positions.
- The cash balance helps cover items such as fixed costs, exhibits, and special programming opportunities.

Special Events

There are many special events every year at the DNCR's Historic Sites. Examples include Christmas Candlelight tours, corn shuckings, Revolutionary War programs, craft workshops, cooking workshops, battle reenactments, hayrides, behind-the-scenes tours, summer camps and many others. Admission fees for these special programs can start as low as \$1.00 for children to \$20.00 a person depending on the event, the site, demand for the program, and complexity of the program. Summer camps and group tours are priced according to their specific characteristics, and may be as high as \$75 for summer camps and \$100 for group battlefield tours.

Roanoke Island Festival Park

www.roanokeisland.com

Roanoke Island Festival Park is the only site in North Carolina dedicated to the Roanoke Voyages and the first English colony in the New World. The park interprets our national history as Roanoke Island is the birthplace of English-speaking America (the colony was established 22 years before Jamestown). The *Elizabeth* was one of the seven ships that travelled to the New World from England, and the *Elizabeth II* is a replica of the original ship. Visitors can climb aboard the ship and see how life was on the ship. At the settlement site, visitors can see how life was in a 17th century new settlement. There is also an Indian Village recreation that opened in 2009. The attraction is located five miles from Nags Head in Dare County. It is also the home of the Outer Banks History Center and an outdoor performance pavilion with lawn seating for 3,500.

Visitation

Visitation:

	2013- 2014	2014- 2015
On-site visitors	84,751	96,463

Admission Fees

Fees:

	Until March 2012	March 2012 - current 2016
Adult	\$8.00	\$10.00
Children (ages 6-17)	\$5.00	\$7.00
Military	\$8.00	\$10.00
Senior	\$8.00	\$10.00

Observations:

Roanoke Island Festival Park (RIFP) has had the flexibility since its inception to change admission fees. RIFP's approach to dynamic pricing has been to pursue partnerships. RIFP offers discounts with area hotels and rental companies to offer a complimentary ticket with one or more paid tickets. The Park also offers \$1.00 off coupons in several tourist publications. In order to broaden the audience, RIFP encourages the audience from the bluegrass festival to return to the Park by offering a \$2.00 discount on admission. RIFP introduced other creative sources of revenue generation including weddings, rentals and utilizing the amphitheater for creative concerts. The rentals have increased 153% since 2010-2011 fiscal year. The leadership at RIFP has focused on these rentals to help support the park. In 2014-2015, RIFP generated \$74,605 rentals. As far as admission changes, RIFP did not see a decline in visitation in 2012 despite the admission fee increase.

RIFP is closed in January and February which would traditionally be the low season for visitation so it has not pursued any seasonal pricing. During this time, RIFP addresses facility needs and it docks the Elizabeth II for repairs. Since the Elizabeth II is over 30 years old and is a highlight of the park, this closure is critical.

Future ideas for RIFP include offering \$1.00 discount to active members of the military and for seniors. RIFP also is considering a show pass to the eight children's show performances this summer for a discounted price. DNCR has been increasing the number of summer camps offered across the state. RIFP is reviewing the potential to offer a summer camp. Finally, RIFP is reviewing the age for admissions and is considering changing the admission price for children to making children 3 and under free (or 2 and under). This would be more in line with other DNCR entities.

Results:

Roanoke Island Festival Park

	Full Ability to Implement Dynamic Pricing Strategies					Percentage Change from FY 2010-11 to FY 2014-15
	FY 2010-11 - SF	FY 2011-12 - SF	FY 2012-13 - EF	FY 2013-14 - EF	FY 2014-15 - EF	
Admission Fees - 435700	301,756.18	326,406.01	367,209.00	358,567.24	344,233.56	14%
Rentals - 435410	-	29,239.15	48,668.50	71,328.60	74,605.80	155%
*Noncapital Gifts - 436200	-	44,830.37	296,977.36	341,977.53	344,260.30	668%
Total Fees, Rentals, and State Funds from the Nonprofit	301,756.18	400,475.53	712,854.86	771,873.37	763,099.66	153%
Ending Cash Balance	3,244,915.67	4,078,053.08	3,885,735.92	3,413,717.37	3,084,100.37	-5%

Notes

- Roanoke Island Festival Park (RIFP) has had a Special Fund (SF) since 1995. The General Assembly created an Enterprise Fund (EF) for RIFP effective FY 2012-13.
- The appropriations for RIFP are transferred to the SF (prior to FY 2012-13) and then the EF. The decrease in Ending Cash Balance is a result of cuts in appropriation requiring RIFP to use its cash reserve to cover the cost of operations.
- *The noncapital gifts amount consists of the required annual payment of state funds (around \$325,000) per Session Law 2013-360, s. 19.9. and special event receipts from RIFP's nonprofit support group - Friends of Elizabeth II.
- The percentage change presented for rentals and noncapital gifts were calculated using FY 2011-12 to FY 2014-15 because no receipts were generated for these accounts until FY 2011-12.

North Carolina Transportation Museum

www.nctrans.org

The N.C. Transportation Museum is located on the site of what was once Southern Railway Company's largest steam locomotive servicing facility. J.P. Morgan, the railroad's owner, chose the site because of its location midway between the railroad's major terminal points of Washington, D.C., and Atlanta, Ga. Construction of the Spencer Shops began in 1896, and they were named in honor of the first president of Southern Railway, Samuel Spencer. During its peak, Spencer Shops employed nearly 3,000 people. The objectives of the NC Transportation Museum are to preserve the buildings and other historic features of Spencer Shops, to interpret the history of the Southern Railway repair facility, the community and the people who were associated with it and to operate an ongoing program of transportation artifact restoration and conservation.

Visitation

Visitation:

	2013- 2014	2014- 2015
On-site visitors	76,450	87,490

Admission Fees

Fees:

	2013 - current	With train ride*	2011	Until 2011-2012 FY
Adult	\$6.00	\$12.00	\$5.00	Free
Military & Senior	\$5.00	\$10.00	\$4.00	Free
Children (age 3-12)	\$4.00	\$8.00	\$3.00	Free
Children under 2	Free	Free	Free	Free

**The train ride goes to the Foundation.*

Observations:

The North Carolina Transportation Museum (NCTM) was required to charge admission fees in 2011/2012 and 2012/2013 fiscal years. Prior to that requirement, the site was a free museum which was in line with the other 23 Historic Sites. At DNCR, this museum is now managed in a similar format to the three Commission based entities.

NCTM has not changed the fees since but has been very creative in adding additional programming to generate revenue for the site. The admission fees has increased revenue by 14% since the 2011/2012 fiscal year. NCTM has pursued Groupons during the winter months and continually looks for other creative pricing strategies. The greatest opportunity for NCTM is the recent focus on rentals and weddings. NCTM has been investing in the site in order to be suitable for rentals. Significant improvements are underway with Repair and Renovation funding along with private funding so NCTM is aggressively marketing event space. NCTM expects to increase rental revenue for outside parties scheduling events at the museum in 2016.

NCTM has excelled in creating special events to drive additional visitation. By hosting a number of special events during the year that are separately priced, NCTM has greatly increased visitation during the events and raised significant awareness for the museum. With the support of Warner Brothers, NCTM hosted The Polar Express in 2014 and 2015. This special program offering many features from the popular Christmas movie generated \$32,743 in the first year and \$127,405 in year two. Warner Brothers honored NCTM as the Best in Show in 2014 – the designated top event across the nation. This event engaged the local community with young actors and a lot of volunteers. Serving hot chocolate on the train with dancers and music, the train system came alive and attracted yet another audience to NCTM. During this evening event, the gift store also had banner success. Another exciting new event was added called the Easter Bunny Express. This engaged a young family audience as it included a train ride and Easter egg hunt and an additional fee for a pancake breakfast. NCTM attracted 476 in year one and more than tripled visitation in year two raising \$8,920 for this small event. DNCR and the NCTM staff also held a new program called the Lincoln Funeral Train which was a unique event and attracted visitation from afar.

Finally, the main attraction in the year for NCTM continues to be the Day Out with Thomas. This is partnership with Thomas the Trains production and generates significant funds for both the NCTM and The NCTM Foundation. In line with the strategic plan to be innovative yet authentic, NCTM offered a new event this year called the Wine’n’Dine Valentine event which exceeded the initial expectations and will be repeated. NCTM has a close partnership with the NCTM Foundation and together these organizations generate new ideas for future revenue generation.

The North Carolina Transportation Museum is collaboratively maintained by the North Carolina Department of Natural and Cultural Resources and the North Carolina Transportation Museum Foundation, a private, nonprofit entity. The NCTM Foundation is an “operating entity.” The Foundation is responsible for maintaining the membership of the museum, running the onsite train ride, restoring the railroad rolling stock, holding fundraising events (sharing proceeds), and administering the gift shop.

Results

North Carolina Transportation Museum (NCTM)

	FY 2010-11 No Enterprise Fund	Full Ability to Implement Dynamic Pricing Strategies				Percentage Change from FY 2011-12 to FY 2014-15
		FY 2011-12 - EF	FY 2012-13 - EF	FY 2013-14 - EF	FY 2014-15 - EF	
Admission Fees - 435700	-	203,182.00	190,112.04	241,175.33	231,492.62	14%
Rentals - 435410		7,175.00	5,308.75	8,625.00	6,043.00	-16%
Noncapital Gifts - 436200		88,023.88	169,493.74	117,614.83	261,845.53	197%
Total Fees, Rentals, and Gifts	-	298,380.88	364,914.53	367,415.16	499,381.15	67%
Ending Cash Balance	-	150,381.96	166,574.97	342,425.47	542,430.26	261%

Notes

- The NCTM Enterprise Fund (EF) was established in FY 2011-12.
- The amounts reflected above do not include nonprofit support group funding other than the noncapital gifts amount, which mostly consists of nonprofit support for temporary positions.
- In FY 2011-12 and FY 2012-13, NCTM changed fees through the Emergency and Permanent rulemaking process. The process was time-consuming.
- In FY 2013-14, Historic Sites became exempt from Rulemaking. All fees changes became effective immediately.
- DNCR was required to transfer \$300,000 from the General Fund to the Enterprise Fund and maintain a minimum of \$300,000 thereafter. For presentation and comparison purposes, the ending cash balance has been reduced by the required \$300,000 amount transferred.

Tryon Palace

www.tryonpalace.org

Tryon Palace is a living history attraction and educational institution that interprets the past through first-person character interpretation, living history demonstrations, guided and self-paced tours of historic buildings, galleries, exhibits, and gardens, as well as workshops, lectures, interactive programs, special interest tours, events, concerts, its website, and publications. Tryon Palace expanded its interpretation of Colonial History in 2010 with the introduction of the History Center. Tryon Palace now offers traveling exhibits and features a broader timeframe and interpretation of history.

Visitation

Visitation:

	2013- 2014	2014- 2015
On-site visitors	206,531	238,630

Admission Fees

One Day Pass	2014	2015- current
Adult	\$20.00	\$20.00
Students	\$10.00	\$10.00
Military & Seniors	\$15.00	\$18.00
Children under 6	Free	Free

Observations:

With the onset of dynamic pricing and the flexibility it provides, Tryon Palace actively reviewed pricing strategies to determine the ideal approach to admissions. In 2015, the Palace eliminated a ticket that gave one additional day in a 7 day period for \$6 for adults and \$3.00 for students. This was rarely used and could have potentially been abused. It also eliminated a ticket at a \$15 price point for adults, \$8.00 for students, which basically covered the same attractions that the one day pass covers. The Palace then began offering different packages described below, and reduced the military and senior discount from 20% to 10%. Reducing the amount of the senior and military discount had no negative effect on attendance. The Palace has increased rental income significantly. Wedding rental income specifically increased from \$22,162 in 2012 to \$74,915 in 2015 while other event rental income has increased from \$72,948 in 2012 to \$113, 245 in 2015. While the Palace has increased their total receipts, this has been used to supplement shortfalls in funding for temporary staffing, Temp Solutions extra fees and utility bills. In addition, the Palace has focused on improving the grounds. In addition to prices listed above:

- Galleries are \$12.00 for adults, \$6.00 for students, and \$10.80 for military and seniors.
- Gardens are \$6.00 for adults, \$3.00 for students and \$5.40 for seniors and military.
- Groups of 10 or more receive a discount - Adult price is \$15.00 for one day pass

Special Programs

- New special programs for 2015: Winterfeast, Easter Egg hunt, Mother's Day tea, All Hallow's Eve, art workshops, behind-the-scenes tours, lunch and learn Series, movie series, and the letters from home series, totaling additional income of \$48, 993. Winterfeast alone in 2016 was \$41,353.
- Events in 2013 and 2014 included 12th Night, tour the collections lab, Jane Austin in June, March on Washington, historic dinner, and Celtic Christmas concert.

Results

Tryon Palace

Full Ability to Implement Dynamic Pricing Strategies

	FY 2010-11 - SF	FY 2011-12 - SF	FY 2012-13 - SF	FY 2013-14 - SF	FY 2014-15 - SF	Percentage Change from FY 2010-11 to FY 2014-15
Admission Fees - 435700	582,192.74	506,251.83	521,714.75	607,841.67	628,326.21	24%
Ending Cash Balance	544,620.96	696,281.35	757,444.31	878,560.86	992,600.74	43%

	FY 2010-11 - GF	FY 2011-12 - GF	FY 2012-13 - GF	FY 2013-14 - GF	FY 2014-15 - GF	Percentage Change from FY 2010-11 to FY 2014-15
Rentals - 434410	11,950.00	35,260.00	35,256.00	41,440.00	32,670.00	173%
Noncapital Gifts - 436200	197,140.11	179,333.89	233,787.88	273,551.86	170,706.66	-13%

Notes

- Tryon Palace has had a Special Fund (SF) since 2005-06, G.S. § 121-21.1. There are restrictions for the types of receipts and expenditures made in the SF. Only admission fees can be deposited into the SF to support site maintenance. Rentals and gifts/donations are deposited in the General Fund and all remaining funds revert at year end.
- In FY 2011-12, Tryon Palace changed fees through the Permanent Rulemaking process. The process was time-consuming.
- In FY 2013-14, Tryon became exempt from rulemaking. All fees changes became effective immediately.
- The noncapital gifts amount mostly consists of nonprofit support for temporary positions.

North Carolina Aquarium

www.ncaquariums.com

The Aquariums were established in 1976 to promote an awareness, understanding, appreciation and conservation of the diverse natural and cultural resources of North Carolina's ocean, estuaries, rivers, streams and other aquatic environments. Locations are in Pine Knoll Shores, Fort Fisher, and Roanoke Island. Jeanette's Pier is also included in the NC Aquariums Divisions.

Visitation

Visitation:

	2013-2014	2014-2015
On-site visitors	1,163,606	1,268,472

Admission Fees

Fees:

	2015	2016 (Memorial to Labor Day) only
Adult	\$10.95	\$12.95
Children (age3-12)	\$8.95	\$10.95
Military	\$9.95	\$11.95
Children under 3	free	free

Observations:

Starting in 2016, the Aquarium will increase their admission fees by \$2.00 in each category from Memorial Day to Labor Day. Market research shows that prices at aquariums in neighboring states are at least double in admission fees

. The Aquarium raised the price with the expectations that visitation will be minimally impacting resulting in an increase in revenue. The Aquariums serve the tourist season in the summer so demand is automatically higher between Memorial Day weekend and Labor Day weekend. In order to drive volume during the Roanoke Island Aquarium renovations, the admission fees will be lowered according to the amount of space closed to visitors (if 25% is closed, admission will be lowered by 25%). This will occur in the spring/summer of 2016 when Roanoke Island is prepared to open. The renovations are so significant that it was necessary to close in the beginning of 2016 during regularly slow winter months. The Aquariums offer several discounted days to promote visitation. On Mother's Day and Father's Day, the Aquarium offers free admission to mothers and fathers only. The Aquarium offers Groupon promotions as well. The Aquarium led DNCR with a creative idea and offered \$1.00 off on Super Bowl Sunday to anyone in Carolina Panthers attire. The Aquarium has traditionally offered two days a year with free admission and these days are supported by local vendors. Jennette's Pier which is located within the Aquarium Division is raising prices by \$2.00 for the 2016 season in the Pin-Rig fishing fee and is offering a Pin-Rig Season Pass. The Aquarium and

Pier leadership recognized the opportunity to raise the fees in order to be in line with the market. Projections estimate an increase in revenue to be significant even with an estimated 10% reduction in visitation.

As the flexibility is new for promotional and special pricing, the Aquarium staff will continue to rely upon market research and creative ideas to drive additional dynamic pricing strategies. DNCR will also encourage regionally based cross promotions and packaging. Ten years ago, there was an attempt by offering a pass for admission for one price at Roanoke Island Aquarium, Roanoke Island Festival Park and the Lost Colony; at that time there were no appreciable results. These three entities are discussing future opportunities for collaboration.

Past Performance:

North Carolina Aquariums

	FY 2010-11 - SF	FY 2011-12 - SF	FY 2012-13 - SF	FY 2013-14 - SF	FY 2014-15 - SF	Percentage Change from FY 2010-11 to FY 2014-15
Admission Fees - 435700	5,164,389.73	5,595,290.07	6,068,828.07	6,227,557.16	7,980,112.46	55%
Rentals - 434410 and 434420	313,195.85	491,458.50	588,313.43	610,863.43	507,316.62	62%
Noncapital Gift 436200	-	313,715.32	228,350.61	179,366.45	664.24	
Special Events Admissions - 435700007	541,162.87	601,984.38	685,407.74	740,635.75	922,462.52	70%
Total	6,018,748.45	7,002,448.27	7,570,899.85	7,758,422.79	9,410,555.84	56%
Ending Cash Balance	3,823,044.38	3,919,464.05	3,714,381.18	3,269,711.61	3,742,132.09	-2%
Visitation	1,083,967	1,147,325	1,189,454	1,163,606	1,268,472	

Notes

SF - Special Fund

GF - General Fund

-The Aquariums has had a Special Revenue Fund (SF) for receipts that it collected. Session Law 2015-241 set limits on this SF. Starting in FY 2015-16, all fee receipts shall be credited to the North Carolina Aquarium's General Fund operating budget. At the end of each fiscal year, the Secretary may transfer from the North Carolina Aquarium's General Fund operating budget to the North Carolina Aquarium Fund an amount not to exceed one million dollars or the amount needed for payment of the debt service and lease payments related to the financing of expansions of aquariums.

-The noncapital gifts amount decreased because prior to FY 2014-15, the NC Aquariums Society was collecting certain receipts and then giving these funds to the Aquariums. In FY 2014-15, the Aquariums collected the receipts and deposited them in the SF.

State Parks

www.ncparks.gov

From the mountains to the coast, the Division of Parks and Recreation administers a diverse system of state parks, natural areas, trails, lakes, natural and scenic rivers and recreation areas. The division also supports and assists other recreation providers by administering grant programs for park and trail projects, and by offering technical advice for park and trail planning and development. The Division administers the North Carolina Trails System, North Carolina Natural and Scenic Rivers, and the Parks and Recreation Trust Fund. There are 41 parks and recreation areas. The State's State Parks and Recreation Areas include:

Carolina Beach State Park	New Hanover County
Carver's Creek State Park	Cumberland and Harnett Counties
Chimney Rock State Park	Rutherford, Henderson, Buncombe and Polk Counties
Cliffs of the Neuse State Park	Wayne County
Crowders Mountain State Park	Gaston and Cleveland Counties
Dismal Swamp State Park	Camden County
Elk Knob State Park	Watauga County
Eno River State Park	Durham and Orange Counties
Falls Lake State Recreation Area	Wake, Durham and Granville Counties
Fort Fisher State Recreation Area	New Hanover County
Fort Macon State Park	Carteret County
Goose Creek State Park	Beaufort County
Gorges State Park	Transylvania County
Grandfather Mountain State Park	Avery, Watauga and Caldwell Counties
Hammocks Beach State Park	Onslow County
Hanging Rock State Park	Stokes County
Haw River State Park	Rockingham and Guilford Counties
Jockey's Ridge State Park	Dare County
Jones Lake State Park	Bladen County
Jordan Lake State Recreation Area	Chatham County
Kerr Lake State Recreation Area	Vance and Warren Counties
Lake James State Park	Burke and McDowell Counties
Lake Norman State Park	Iredell County
Lake Waccamaw State Park	Columbus County
Lumber River State Park	Columbus, Hoke, Robeson and Scotland Counties
Mayo River State Park	Rockingham County
Medoc Mountain State Park	Halifax County
Merchants Millpond State Park	Gates County
Morrow Mountain State Park	Stanly County
Mount Jefferson State Natural Area	Ashe County
Mount Mitchell State Park	Yancey County
New River State Park	Ashe and Allegheny Counties
Pettigrew State Park	Washington and Tyrrell Counties
Pilot Mountain State Park	Surry and Yadkin Counties
Raven Rock State Park	Harnett County
Singletary Lake State Park	Bladen County
South Mountains State Park	Burke County
Stone Mountain State Park	Wilkes and Allegheny Counties

Visitation

Visitation:

	2013-2014	2014-2015
On-site visitors	14,854,887	16,327,866

Admission Fees

Observations:

There are limited admission fees within the Division of State Parks and Recreation (DPR) but State Parks do generate revenue and are creating dynamic pricing strategies. Selected Parks and Recreational Areas have rentals for campsites, picnic areas, community buildings, cabins, etc. There are also fees for special activity permits, slip rentals, boat launching, boat rentals and numerous other fees depending on what is available at the different Parks. With the dynamic pricing and exemption from rulemaking, DPR is evaluating all fees with the intent to increase pricing for high demand sites, activities, etc., and reduce pricing where needed to increase revenue producing activities. **Appendix 3** includes the fees charged by the Division of State Parks and Recreation.

DPRs fee schedule is very complex, with multiple categories of amenities and rentals, and some fees and facilities that occur in only one or a few parks. For these reasons, it is difficult to project future revenues from the new fee schedule. DPR estimates that the average fee increase is about 10%, so it would be reasonable to project a 10% increase in revenues. This may be tempered by potential decrease in usage due to the increase in prices or inclement weather on premium weekends or holidays.

DPR revenues in FY 14-15 were \$7.9 million. Increased revenue for FY 16-17 is projected at \$790,000. The dynamic pricing flexibility provides flexibility to monitor results and adjust prices to optimize future revenues.

During 2016, all of the State Parks will have special events and activities to commemorate the Parks' 100th anniversary.

Past Performance

Parks and Recreation

						Percentage Change from FY 2010-11 to FY 2014-15
	FY 2010-11 - GF	FY 2011-12 - GF	FY 2012-13 - GF	FY 2013-14 - GF	FY 2014-15 - GF	FY 2014-15
Admission Fees Gate- 435700	847,006.15	898,019.56	899,418.51	1,035,161.04	1,115,553.58	32%
Admission Fees Vehicle - 435700006	136,526.90	146,458.05	148,054.00	186,209.25	180,699.00	32%
Noncapital Gift 436200	568.00	1,088.04	2,888.16	853.95	272.00	-52%
Rental of Real Property - 434410	1,331,238.89	896,468.97	576,182.91	536,017.04	537,792.38	-60%
Dock Rental Fees -434410001	22,341.95	37,594.46	64,758.16	76,461.16	101,795.00	356%
Campsite Rentals - 434410003	2,587,606.82	2,524,797.42	2,588,249.36	2,828,368.43	3,072,781.80	19%
Cabin Rentals - 434410004	207,211.02	228,168.79	231,946.34	231,998.38	276,839.10	34%
Auditorium/Classroom Rentals - 434410006	See note, 434410 had not started breaking out	See note, 434410 had not started breaking out	3,300.88	4,072.91	6,496.00	97%
Community Building Rentals - 434410007	See note	See note	58,389.78	62,731.33	69,933.00	20%
Picnic Shelter Rentals - 434410008	See note	See note	143,209.25	163,156.00	176,744.00	23%
Equipment Rentals - 434420	56,523.67	65,476.36	77,411.20	84,817.66	100,943.12	79%
Total	5,189,023.40	4,798,071.65	4,793,808.55	5,209,847.15	5,639,848.98	9%

Visitation	14,660,154	14,247,295	13,918,725	14,854,887	16,327,866
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Notes

GF - General Fund

-In FY 2010-11 and FY 2011-12 revenue account 434410 included revenue for Haw River Educational Facility and all revenues for all facilities auditorium/classroom, community buildings and picnic shelters rentals. In FY 2012-13 and on, we broke out these revenues to gain a better knowledge of these type of collections and 434410 strictly became all revenues for the rental and use of our Haw River Facility. This makes the percentages look confusing.

North Carolina Zoo

www.nczoo.org

Located just south of Asheboro, the North Carolina Zoo is seated on a 2,200-acre tract of land in the Uwharrie Mountains. It is nationally recognized as the world's largest "natural habitat" zoo. The NC Zoo does not have traditional zoo cages made of steel and concrete. The animals are given enclosures that mimic their natural habitats to include trees, ponds, rocks, grass and dirt.

Visitation

Visitation:

	2013-2014	2014-2015
On-site visitors	728,531	721,432

Admission Fees

Fees:

	Until April 1 2015	April 1, 2015 - current
Adult	\$13.00	\$15.00
Seniors	\$11.00	\$13.00
Children (age 2-12)	\$9.00	\$11.00
Children under 2	free	free

Observations:

In line with the legislative change for taxes, the NC Zoo increased ticket price by \$1.00 January 1, 2015 to cover the imposed sales tax. Prior to the transfer, the North Carolina Zoo reached out to the Department of Cultural Resources in early 2015 to learn more about dynamic pricing with the hope to receive exemption during the legislative session of 2015. After much review of statutes and rule, it was determined that the North Carolina Zoo Council had permission to change the admission fees. As a result, the North Carolina Zoo Council approved to increase the admission fee by \$2.00 effective April 1st. Of the \$3.00 increase in ticket in 2015, the Zoo recoups \$1.76 in new revenue per paid ticket. The balance covers sales taxes and lost revenue due to additional coupons by guests. The Zoo Council also approved a combo package for admission and rides and special admission fee for temporary exhibits. In addition, the Zoo created a \$2.00 discount for groups of 15 or more. Thankfully, the new admission fee generated additional revenue and compensated for unfortunate weather. Specifically, the Zoo increased revenue by \$400,000. It's important to note that new exhibits make it easier to increase a price without negatively impacting the public demand. There was also a 12.7% increase in ride fees by using the combo pricing mechanism. The Zoo reviewed zoo admission fees across the country and recognized the NC Zoo's fees were relatively low and wanted to be more comparable with other zoo admission fees. In line with DNCR's objectives of adding new exhibits across NC, the Zoo recognizes that temporary exhibits also have the ability to generate more visitation and therefore drives a revenue lift. Looking back, in 2003/2004, the Australia exhibit brought in a revenue gain of \$600,000 merely from an increase in attendance. In 2012, the Dinosaurs exhibit, which was priced at an additional \$4.00 fee, brought in an additional \$900,000. Some of the observations the Zoo notes

is that Groupon discounts and free days during the winter season have not been as successful. For example, when the Zoo first opened there were some days that were free (holidays like Christmas and Thanksgiving). There was no supporting services (tram, food, etc.) during those days. When the Zoo enlarged, free days were tried during the summer. But in the 1990s, visitors overwhelmed staff and the Zoo Council suspended the program and went to discounts. The Zoo recognizes the value of dynamic pricing. Without the pricing flexibility to test new ideas, “bad ideas” would be permanent rules and would take too much time to reverse. In the case of “free days”, it was key to have the flexibility to adjust the program for the benefit of overall operating efficiency and public safety.

Past Performance

North Carolina Zoo

	FY 2010-11 - GF	FY 2011-12 - GF	FY 2012-13 - GF	FY 2013-14 - GF	FY 2014-15 - GF	Percentage Change from FY 2010-11 to FY 2014-15
Admission Fees - 435700	4,008,536.00	4,860,565.00	4,787,697.00	4,806,769.00	4,960,165.00	24%
Rentals - 434410	3,650.00	5,200.00	4,550.00	6,575.00	4,400.00	21%
Noncapital Gift 436200 (1)	191,891.00	173,784.00	212,207.00	191,378.00	211,818.00	10%
Stroller Rentals - 434420001 (2)	87,380.00	97,907.00	117,105.00	126,535.00	134,399.00	54%
Midway (Carousel) Receipts 435700005	237,392.00	208,801.00	202,934.00	190,763.00	170,343.00	-28%
Admission - Special Event (Dinos/Bugs) 435700007 (3)	-	544,357.00	834,076.00	643,263.00	583,467.00	
Food Revenue - Sodexo 434150004	756,451.00	754,046.00	809,418.00	770,601.00	785,884.00	4%
Giraffe Feeding 434150005	93,468.00	78,876.00	49,423.00	39,800.00	51,448.00	-45%
Total	5,378,768.00	6,723,536.00	7,017,410.00	6,775,684.00	6,901,924.00	28%

Visitation Paid	469,982	461,627	462,116	469,361	439,001
Visitation Fee	271,137	276,445	270,194	259,170	282,431
Total	741,119	738,072	732,310	728,531	721,432

Notes

GF - General Fund

(1) The noncapital gift revenue is a reimbursement of wages, taxes and fringes from the Zoo Society for specific positions as well as some expense reimbursements. Some positions would have been vacant for parts of some years.

(2) The stroller rental receipts was net of commissions for 2010-12 and was changed to gross beginning in 2012-13.

(3) A temporary animatronic dinosaur exhibit was installed in Spring 2012. It was continued in FY 2012-13 and changed to animatronic bugs in Spring 2014. In Spring 2015 animatronic dinosaurs returned and the exhibit was vacated in October, 2015. Therefore, there is no percentage change presented for Admission - Special Event.

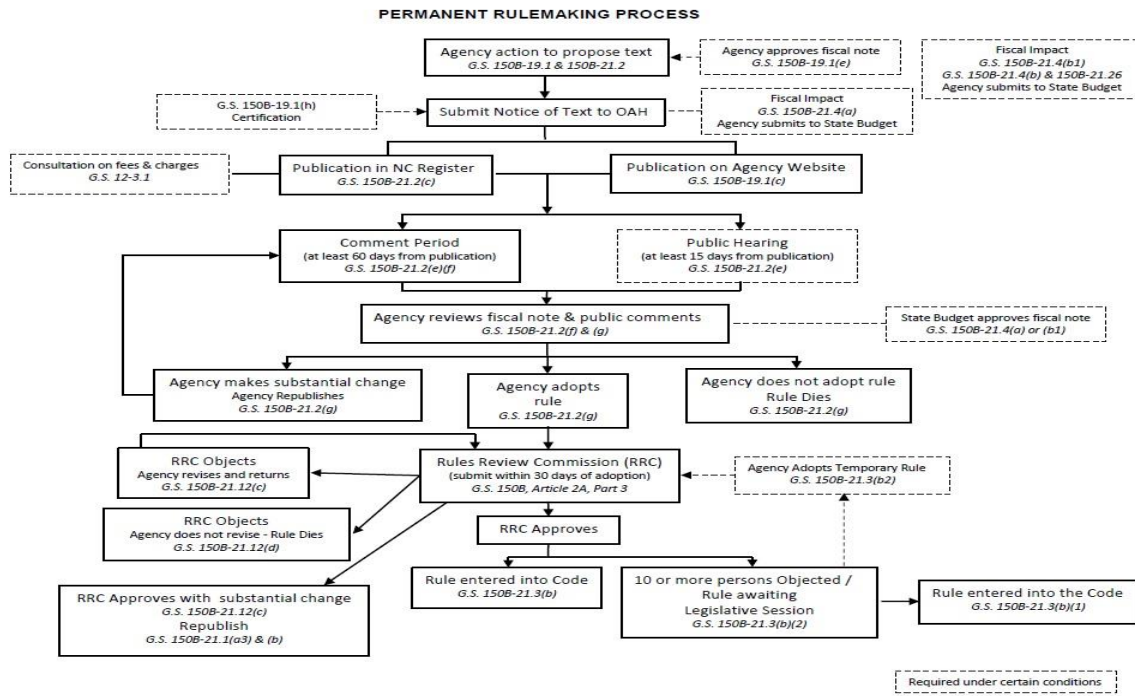
-The Zoo has had a Special Revenue Fund (SF) since 1989. The Zoo transferred the remaining balance of receipts that it collected from the GF to the SF. Session Law 2015-241 set limits on this. Starting in FY 2015-16, all fee receipts shall be credited to the North Carolina Zoological Park's General Fund operating budget. At the end of each fiscal year, the Secretary may transfer from the North Carolina Zoological Park's General Fund operating budget to the North Carolina Zoo Fund an amount not to exceed one million dollars.

Conclusions

The Department of Natural and Cultural Resources maintains its vision but encourages all division directors to manage their state treasures with an entrepreneurial spirit and business principles. With tourism growing significantly in North Carolina, it's critical for these sites to be relevant and innovative yet authentic. Many of these locations serve school aged children for free so it is critical to generate revenue in order to support the daily operations.

Based on the experience at Historic Sites, commission sites and at the Zoo, the Department will look at every state attraction to determine if it makes sense to charge new admission fees or add additional activities. But overall, DNCR highlights that the ability to have pricing flexibility can greatly improve the overall operating success within the department. Having dynamic pricing allows the divisions to change prices quickly without the cumbersome rulemaking process. It allows DNCR or the individual divisions to evaluate market conditions and seasonal attendance patterns to maximize revenue. The results of revenue generation has been significant and has given financial flexibility at the local level to reinvest in the site or museum. It also has been a necessity due to a shortfall in funding in specific areas of maintenance, temporary staffing and other necessary costs. At most of our small Historic Sites, it would not be feasible to charge entrance fees, but the Department has been encouraging these sites to consider admission fees for special events/programs. At State Parks, fees will not be charged for parking or "general admission," but all of the rental fees will be evaluated for discounts and/or seasonal pricing. DNCR recognizes the value of special revenue funds to support the divisions in their revenue generation and the investment into the entity. While DNCR encourages all the divisions to share their creative ideas, research and success stories, each division operates with unique internal and external variables. Based on the last few years of analysis, it's clear that what works at some sites does not necessarily mean it will work at other locations and venues - making the flexibility that much more important to DNCR. Finally, the Department has great hopes to cross market all of the state treasures within the Department of Natural and Cultural Resources and recognizes the need for additional marketing funds in the budget to publicize programming, special events and of course pricing changes and discounts to drive more attendance and therefore higher revenue.

Appendix 1 – Permanent Rulemaking Process and Summary of the Permanent Rulemaking Process



Rulemaking Process a year or more and requires a great deal of attention

- Revise rule text
- Agency General Counsel reviews
- OAH attorney consultation
- Demonstrate type of fiscal note
- Prepare fiscal note
- Obtain state budget approval
- Obtain Agency or Commission approval and submit rule to OAH for notice of text / public comment period
- Agency adopts rules (Commissions have to hold meeting to adopt)
- Submit permanent rules to OAH
- Make Technical Changes and resubmit rules to OAH
- Rules Review Commission Meeting (ideally rules are approved)

Rule becomes effective

One year

Appendix 2

Session Law 2015-241 House Bill 97

DYNAMIC PRICING FOR STATE PARKS AND ATTRACTIONS

SECTION 14.11.(a) G.S. 150B-1(d) reads as rewritten:

"§ 150B-1. Policy and scope.

...

(d) Exemptions from Rule-making. – Article 2A of this Chapter does not apply to the following:

...

(26) The Board of Agriculture in the Department of Agriculture and Consumer Services with respect to the following:

a. Annual admission fees for the State Fair.

b. Operating hours, admission fees, or related activity fees at State forests.

The Board shall annually post the admission fee and operating hours schedule on its Web site and provide notice of the fee schedule, along with a citation to this section, to all persons named on the mailing list maintained pursuant to G.S. 150B-21.2(d).

(27) The Department of Environment and Natural Resources with respect to operating hours, admission fees, or related activity fees at:

a. The North Carolina Zoological Park pursuant to G.S. 143B-335.

b. State parks pursuant to G.S. 113-35.

c. The North Carolina Aquariums pursuant to G.S. 143B-289.44.

d. The North Carolina Museum of Natural Sciences.

The exclusion from rule-making for the setting of operating hours set forth in this subdivision (i) shall not apply to a decision to eliminate all public operating hours for the sites and facilities listed and (ii) does not authorize any of the sites and facilities listed in this subdivision that do not currently charge an admission fee to charge an admission fee until authorized by an act of the General Assembly."

SECTION 14.11.(b) The Department of Environment and Natural Resources, or any other department given responsibilities for the North Carolina Zoological Park, State parks, and the North Carolina Aquariums, may establish admission fees and related activity fees for those sites and facilities. In setting these fees, the Department of Environment and Natural Resources shall use a dynamic pricing strategy as defined in subsection (e) of this section. Any rule currently in the Administrative Code related to fees covered by subsection (a) of this section is ineffective and repealed upon the effective date of new admission fees and related activity fees adopted by the Department under the authority set out in that subsection. Notice of the initial adoption of new admission fees and related activity fees under subsection (a) of this section shall be given by the Department to the Codifier of Rules, who, upon receipt of notice of the initial adoption of new admission fees and related activity fees by the Department, shall note the repeal of these rules in the Administrative Code. Nothing in this subsection is intended to authorize the Department or any other department to charge new parking fees at the North Carolina Zoological Park, State parks, or the North Carolina Aquariums or to charge an admission fee at any other site or facility that does not currently charge an admission fee.

SECTION 14.11.(c) The Department of Cultural Resources may establish admission fees and related activity fees authorized by G.S. 121-7.3 for historic sites and museums. In setting these fees, the Department shall use a dynamic pricing strategy as defined in subsection (e) of this section.

Historic Sites and Museums

§ 121-7.3. Admission and related activity fees and operating hours.

The Department of Cultural Resources may charge a reasonable admission and related activity fee to any historic site or museum administered by the Department. Admission and related activity fees collected under this section are receipts

of the Department and shall be deposited in the appropriate special fund. The revenue collected pursuant to this section shall be used only for the individual historic site or museum where the receipts were generated. The Secretary may adopt rules necessary to carry out the provisions of this section. The Department is exempt from the requirements of Chapter 150B of the General Statutes and G.S. 12-3.1 when adopting, amending, or repealing rules for operating hours and admission fees or related activity fees at historic sites and museums. The Department shall submit a report to the Joint Legislative Commission on Governmental Operations on the amount and purpose of a fee change within 30 days following its effective date. (2003-284, s. 35A.4; 2013-297, s. 2(a); 2013-360, s. 19.2(a); 2014-100, s. 19.5(a).)

§ 121-7.7. State Historic Sites and Museums special fund.

- (a) Fund. - The State Historic Sites and Museums Fund is created as a special, interest-bearing revenue fund in the Division of State Historic Sites and the Division of State History Museums. The Fund consists of all receipts derived from the lease or rental of property or facilities, disposition of structures or products of the land, private donations, and admissions and fees collected at the State Historic Sites, State History Museums, and Maritime Museums. The revenues in the fund may be used only for the operation, interpretation, maintenance, preservation, development, and expansion of the individual State Historic Site, State History Museum, and Maritime Museum where the receipts are generated. The respective Division and the staff from each State Historic Site, State History Museum, and Maritime Museum will determine how the funds will be used at that Historic Site, State History Museum, and Maritime Museum.
- (b) Application. - This section applies to the individual State Historic Sites and State History and Maritime Museums owned by or under the control of the Division of State Historic Sites and the Division of State History Museums, with the exception of the Bentonville Battlefield State Historic Site and the North Carolina Transportation Museum. The Bentonville Battlefield State Historic Site is subject to G.S. 121-7.5. The North Carolina Transportation Museum is subject to G.S. 121-7.6.
- (c) Reports. - The Department of Cultural Resources must submit to the Joint Legislative Commission on Governmental Operations, the House of Representatives and Senate Appropriations Subcommittees on General Government, and the Fiscal Research Division by September 30 of each year a report on the fund that includes the source and amounts of all funds credited to the fund and the purpose and amount of all expenditures from the fund during the prior fiscal year. (2011-213, s. 1; 2012-142, s. 18.2.)

NC Transportation Museum

§ 121-7.6. North Carolina Transportation Museum special fund.

- (a) Fund Established. - The North Carolina Transportation Museum Fund is created as a special interest-bearing, nonreverting enterprise fund in the Department of Cultural Resources. The Fund shall be used to pay all costs associated with the operation and maintenance of the North Carolina Transportation Museum.
- (b) Monies Credited to the Fund. - Notwithstanding Chapter 146 of the General Statutes, all receipts derived from the lease, rental, or other disposition of structures or products of the land, as well as all admissions and fees, gifts, donations, grants, and bequests, shall be credited to the Fund. The Fund shall be credited with interest by the State Treasurer pursuant to G.S. 147-69.2 and G.S. 147-69.3.
- (c) Emergency Reserve. - The Department of Cultural Resources shall establish, out of existing unobligated funds including lapsed salaries and unobligated special funds, an emergency reserve fund in the amount of three hundred thousand dollars (\$300,000). Any use of the emergency reserve will require reimbursement from museum receipts.
- (d) Audit. - The Fund shall be subject to the oversight of the State Auditor pursuant to Article 5A of Chapter 147 of the General Statutes. The Fund shall reimburse the State Auditor for the cost of any audit. (2011-145, s. 21.1.)

U.S.S. North Carolina Battleship

143B-73. U.S.S. North Carolina Battleship Commission - creation, powers, and duties.

There is hereby created the U.S.S. North Carolina Battleship Commission of the Department of Cultural Resources with the power and duty to adopt, amend, and rescind rules and regulations under and not inconsistent with the laws of this State necessary in carrying out the provisions and purposes of this Part.

- (1) The U.S.S. North Carolina Battleship Commission is authorized and empowered to adopt such rules and regulations not inconsistent with the management responsibilities of the Secretary of the Department provided by Chapter 143A of the General Statutes and laws of this State and this Chapter that may be necessary and desirable for the operation and maintenance of the U.S.S. North Carolina as a permanent memorial and exhibit commemorating the heroic participation of the men and women of North Carolina in the prosecution and victory of the Second World War and for the faithful performance and fulfillment of its duties and obligations.
- (2) The U.S.S. North Carolina Battleship Commission shall have the power and duty to establish standards and adopt rules and regulations: (i) establishing and providing for a proper charge for admission to the ship; and (ii) for the maintenance and operation of the ship as a permanent memorial and exhibit.
- (3) The Commission shall adopt rules and regulations consistent with the provisions of this Chapter. The Commission is exempt from the requirements of Chapter 150B of the General Statutes and G.S. 12-3.1 when adopting, amending, or repealing rules for operating hours and admission fees or related activity fees at the U.S.S. North Carolina Battleship. The Commission shall submit a report to the Joint Legislative Commission on Governmental Operations on the amount and purpose of a fee change within 30 days following its effective date. (1973, c. 476, s. 57; 1977, c. 741, s. 3; 2013-360, s. 19.2(c); 2014-100, s. 19.5(c).)

§ 143B-74.1. U.S.S. North Carolina Battleship Commission - funds.

The Commission shall establish and maintain a "Battleship Fund" composed of the monies which may come into its hands from admission or inspection fees, gifts, donations, grants, or devises, which funds will be used by the Commission to pay all costs of maintaining and operating the ship for the purposes herein set forth. The Commission shall maintain books of accounting records concerning revenue derived and all expenses incurred in maintaining and operating the ship as a public memorial. The operations of the Commission shall be subject to the oversight of the State Auditor pursuant to Article 5A of Chapter 147 of the General Statutes. The Commission shall reimburse the State Auditor the cost of any audit. The Commission shall establish a reserve fund in an amount to be determined by the Secretary of Cultural Resources to be maintained and used for contingencies and emergencies beyond those occurring in the course of routine maintenance and operation, and may authorize the deposit of this reserve fund in a depository to be selected by the Treasurer of North Carolina. (1961, c. 158; 1977, c. 741, ss. 2, 8; 1983, c. 913, s. 40; 2010-31, s. 21.1; 2011-284, s. 97.)

Tryon Palace Historic Sites and Gardens

§ 143B-71. Tryon Palace Commission - creation, powers and duties.

There is hereby created the Tryon Palace Commission of the Department of Cultural Resources with the power and duty to adopt, amend and rescind rules and regulations concerning the restoration and maintenance of the Tryon Palace complex, and other powers and duties as provided in Article 2 of Chapter 121 of the General Statutes of North Carolina, including the authority to charge reasonable admission and related activity fees. The Commission is exempt from the requirements of Chapter 150B of the General Statutes and G.S. 12-3.1 when adopting, amending, or repealing rules for operating hours and admission fees or related activity fees at Tryon Palace Historic Sites and Gardens. The Commission shall submit a report to the Joint Legislative Commission on Governmental Operations on the amount and purpose of a fee change within 30 days following its effective date. (1973, c. 476, s. 54; 2013-297, s. 2(b); 2013-360, s. 19.2(b); 2014-100, s. 19.5(b).)

§ 121-21.1. Tryon Palace Historic Sites and Gardens Fund.

- (a) Fund. - The Tryon Palace Historic Sites and Gardens Fund is hereby created as a special, interest-bearing, and nonreverting fund in the Division of Tryon Palace Historic Sites and Gardens. The Fund shall be treated as a

special trust fund and shall be credited with interest by the State Treasurer pursuant to G.S. 147-69.2 and G.S. 147-69.3. The Fund shall be used for repair, renovation, expansion, and maintenance at Tryon Palace Historic Sites and Gardens.

- (b) Disposition of Fees. - All entrance fee receipts shall be credited to the Tryon Palace Historic Sites and Gardens Fund.
- (c) The Tryon Palace Commission shall submit to the Joint Legislative Commission on Governmental Operations, the House and Senate Appropriations Subcommittees on General Government, and the Fiscal Research Division by September 30 of each year a report on the Tryon Palace Historic Sites and Gardens Fund that shall include the source and amounts of all funds credited to the Fund and the purpose and amount of all expenditures from the Fund during the prior fiscal year. (2005-276, s. 19A.1; 2006-180, s. 1.)

Roanoke Island Festival Park

§ 143B-131.8A. Historic Roanoke Island Fund.

- (a) The Historic Roanoke Island Fund is established as a nonreverting enterprise fund and shall be administered by the Department of Cultural Resources. All operating revenues generated by the Roanoke Island Commission, including revenues collected from any property operated by the Roanoke Island Commission, together with all gifts, grants, donations, or other financial assets of whatever kind received or held by the Roanoke Island Commission shall be credited to the Historic Roanoke Island Fund and shall be used only (i) for the expenses of operating and maintaining the Roanoke Island Commission and the properties managed by the Roanoke Island Commission, including the salaries and benefits of Roanoke Island Festival Park staff, (ii) to carry out any of the other duties and purposes set out by this Part, or (iii) for capital expenditures for the properties operated by the Commission.
- (b) The Department of Cultural Resources shall transfer to the Fund on a monthly basis a pro rata share of the utilities, maintenance, and operating expenses of the Outer Banks History Center, which is located in the Roanoke Island Festival Park. The funds received pursuant to this subsection shall be credited to the Historic Roanoke Island Fund.
- (c) The Department of Cultural Resources shall credit to the Historic Roanoke Island Fund all rental proceeds received by the Department from the rental properties located near the Outer Banks Island Farm. (2011-145, s. 21.2(j); 2014-100, s. 19.8(a).)

North Carolina Aquariums

"§ 143B-135.188. North Carolina Aquariums; fees; fund.

- (a) Fees. – The Secretary of Natural and Cultural Resources may adopt a schedule of fees for the aquariums and piers operated by the North Carolina Aquariums, including:
 - (1) Gate admission fees.
 - (2) Facility rental fees.
 - (3) Educational programs.
- (b) Fund. – The North Carolina Aquariums Fund is hereby created as a special fund. The North Carolina Aquariums Fund shall be used for the following:
 - (1) Repair, renovation, expansion, maintenance, and educational exhibit construction at existing aquariums.
 - (2) Payment of the debt service and lease payments related to the financing of expansions of aquariums.
 - (3) Matching of private funds that are raised for these purposes.
- (c) Disposition of Fees. – All entrance fee receipts shall be credited to the aquariums' General Fund operating budget. At the end of each fiscal year, the Secretary may transfer from the North Carolina aquariums' General Fund operating budget to the North Carolina Aquariums Fund an amount not to exceed the sum of the following:
 - (1) One million dollars (\$1,000,000).

- (2) The amount needed to cover the expenses described by subdivision (2) of subsection (b) this section.
- (d) Approval. – The Secretary may approve the use of the North Carolina Aquariums Fund for repair and renovation projects at the aquariums-related facilities that comply with the following:
- (1) The total project cost is less than three hundred thousand dollars (\$300,000).
 - (2) The project meets the requirements of G.S. 143C-4-3(b).
- (e) Report. – The Division of North Carolina Aquariums shall submit to the House and Senate appropriations committees with jurisdiction over natural and economic resources, and the Fiscal Research Division by September 30 of each year a report on the North Carolina Aquariums Fund that shall include the source and amounts of all funds credited to the Fund and the purpose and amount of all expenditures from the Fund during the prior fiscal year.
-"

Previous Statute - § 143B-289.44. North Carolina Aquariums; fees; fund.

- (a) Fees. - The Secretary of Environment and Natural Resources may adopt a schedule of fees for the aquariums and piers operated by the North Carolina Aquariums, including:
- (1) Gate admission fees.
 - (2) Facility rental fees.
 - (3) Educational programs.
- (b) Fund. - The North Carolina Aquariums Fund is hereby created as a special and nonreverting fund. The North Carolina Aquariums Fund shall be used for repair, renovation, expansion, maintenance, educational exhibit construction, and operational expenses at existing aquariums, to pay the debt service and lease payments related to the financing of expansions of aquariums, and to match private funds that are raised for these purposes.
- (c) Disposition of Fees. - All entrance fee receipts shall be credited to the North Carolina Aquariums Fund. Receipts so credited that are necessary to support the personnel and operational expenses of the aquariums shall be transferred to the aquariums' General Fund operating budget on a monthly basis.
- (d) The Division of North Carolina Aquariums shall submit to the Joint Legislative Commission on Governmental Operations, the House and Senate Appropriations Subcommittees on Natural and Economic Resources, and the Fiscal Research Division by September 30 of each year a report on the North Carolina Aquariums Fund that shall include the source and amounts of all funds credited to the Fund and the purpose and amount of all expenditures from the Fund during the prior fiscal year. (1997-286, s. 5; 1997-400, s. 6.3(b); 1997-443, s. 11A.119(b); 1999-49, s. 2; 2002-159, s. 46; 2005-276, s. 12.10; 2012-142, s. 12.5(a); 2013-413, s. 42(a); 2014-100, s. 14.2C; 2014-115, s. 17.)

North Carolina Zoo

§ 143B-135.209. Special North Carolina Zoo Fund.

- (a) Fund. – The North Carolina Zoo Fund is created as a special fund. The North Carolina Zoo Fund shall be used for the following types of projects at the North Carolina Zoological Park and to match private funds raised for these types of projects:
- (1) Repair, renovation, expansion, maintenance, and educational exhibit construction.
 - (2) Renovations of exhibits in habitat clusters, visitor services facilities, and support facilities (including greenhouses and temporary animal holding areas).
 - (3) The acquisition, maintenance, or replacement of tram equipment as required to maintain adequate service to the public.
- (b) Disposition of Fees. – All fee receipts shall be credited to the North Carolina Zoological Park's General Fund operating budget. At the end of each fiscal year, the Secretary may transfer from the North Carolina Zoological Park's General Fund operating budget to the North Carolina Zoo Fund an amount not to exceed one million dollars (\$1,000,000).
- (c) Approval. – The Secretary may approve the use of the North Carolina Zoo Fund for repair and renovation projects at the North Carolina Zoological Park recommended by the Council that comply with the following:
- (1) The total project cost is less than three hundred thousand dollars (\$300,000).
 - (2) The project meets the requirements of G.S. 143C-4-3(b).

(d) Report. – The Department shall submit to the House and Senate appropriations committees with jurisdiction over natural and economic resources and the Fiscal Research Division by September 30 of each year a report on the North Carolina Zoo Fund that shall include the source and amounts of all funds credited to the Fund and the purpose and amount of all expenditures from the Fund during the prior fiscal year."

Previous Statute - § 143B-336.1. Special Zoo Fund.

A special continuing and nonreverting fund, to be called the Special Zoo Fund, is created. The North Carolina Zoological Park shall retain unbudgeted receipts at the end of each fiscal year, beginning June 30, 1989, and deposit these receipts into this Fund. This Fund shall be used for maintenance, repairs, and renovations of exhibits in existing habitat clusters and visitor services facilities, construction of visitor services facilities and support facilities such as greenhouses and temporary animal holding areas, for the replacement of tram equipment as required to maintain adequate service to the public, and for marketing the Zoological Park. The Special Zoo Fund may also be used to match private funds that are raised for these purposes. Funds may be expended for these purposes by the Department of Environment and Natural Resources on the advice of the North Carolina Zoological Park Council and with the approval of the Office of State Budget and Management. The Department of Environment and Natural Resources shall provide a report on or before October 1 of each year to the Office of State Budget and Management, the Fiscal Research Division of the General Assembly, and to the Joint Legislative Commission on Governmental Operations on the use of fees collected pursuant to this section. (1989, c. 752, s. 154; 1995, c. 324, s. 26.11; 1997-443, s. 11A.119(a); 2000-140, s. 93.1(a); 2001-424, s. 12.2(b); 2005-386, s. 5; 2010-142, s. 4.)

North Carolina Museum of Natural Sciences

§ 143B-135.225. Museum of Natural Sciences; fees; fund.

(a) Fund. – The North Carolina Museum of Natural Sciences Fund is created as a special fund. The North Carolina Museum of Natural Sciences Fund shall be used for repair, renovation, expansion, maintenance, and educational exhibit construction at the North Carolina Museum of Natural Sciences and to match private funds raised for these projects.

(b) Certain Admission Fees Permitted; Disposition of Receipts. – The Museum may collect a charge for special exhibitions, special events, and other temporary attractions. All Museum receipts shall be credited to the North Carolina Museum of Natural Sciences' General Fund operating budget. At the end of each fiscal year, the Secretary may transfer from the North Carolina Museum of Natural Sciences' General Fund operating budget to the North Carolina Museum Fund an amount not to exceed one million dollars (\$1,000,000).

(c) Approval. – The Secretary may approve the use of the North Carolina Museum of Natural Sciences Fund for repair and renovation projects at the North Carolina Museum of Natural Sciences recommended by the Advisory Council that comply with the following:

(1) The total project cost is less than three hundred thousand dollars (\$300,000).

(2) The project meets the requirements of G.S. 143C-4-3(b).

(d) Report. – The Department shall submit to the House and Senate appropriations committees with jurisdiction over natural and economic resources and the Fiscal Research Division by September 30 of each year a report on the North Carolina Museum Fund that shall include the source and amounts of all funds credited to the Fund and the purpose and amount of all expenditures from the Fund during the prior fiscal year.

Appendix 3

Complete List of State Park Fees

DIVISION OF PARKS AND RECREATION

Proposed Dynamic pricing Schedule

Facility/Convenience	Old Fee	New Fee
Campsite - electric, water & sewer hookups, restroom, shower		
Premium rate		\$33.00
Standard rate		\$27.00
Special promotion rate		\$23.00
Senior citizen (62 and over)		\$3.00 reduction of rate applied
Campsite - electric & water hookups, restroom, shower		
Premium rate		\$30.00
Standard rate	\$22.00	\$24.00
Special promotion rate		\$20.00
Senior citizen (62 and over)	\$16.00	\$3.00 reduction of rate applied
Campsite - electric hookups, picnic table, grill (restroom & shower available)		
Premium rate		\$28.00
Standard rate		\$22.00
Special promotion rate		\$18.00
Senior citizen		\$3.00 reduction of rate applied
Campsite - picnic table & grill (water, restroom & shower available)		
Premium rate		\$23.00
Standard rate	\$17.00	\$17.00
Special promotion rate		\$15.00
Senior citizen	\$12.00	\$3.00 reduction of rate applied
Campsite - unimproved, pit privies (water available)		
Standard rate	\$10.00	\$10.00
Group Tent Campsite - primitive, unimproved, pit privies	\$2.00/person	
Maximum capacity 16		\$25.00
Maximum capacity 26		\$32.00
Maximum capacity 40		\$42.00
Group Campsite - improved (water, restrooms, shower available)		
Maximum capacity 35	\$45.00	\$52.00
Maximum capacity 50	\$55.00	\$67.00
Maximum capacity 100	\$115.00	\$132.00
<u>William B. Umstead State Park</u>		
Group Lodge (Maximum capacity 25)	\$35.00	\$42.00
Group Camps (Daily - April, May, Sept., Oct.)		
One unit per day	\$35.00	\$45.00
Mess Hall per day	\$85.00	\$85.00
Group Camps (Weekly Only - June thru August)		
Camp Crabtree	\$400.00	\$425.00

Camp Whispering Pines	\$400.00	\$425.00
Camp Lapihio	\$450.00	\$475.00

Singletary Lake State Park

(Daily - April, May, Sept., Oct.) (Nov. - March - Camp loblolly available at weekly or daily rates)

Camp Ipecac, Camp Loblolly	\$110.00	\$110.00
Cabin unit per day	\$45.00	\$45.00
Mess Hall per day	\$85.00	\$85.00
Weekly Only (June thru August)		
Camp Ipecac, Camp Loblolly	\$425.00	\$425.00

South Mountains State Park (Equestrian Facilities)

Campsite, picnic table & grill		
Premium rate		\$23.00
Standard rate	\$22.00	\$17.00
Senior rate		\$3.00 reduction of rate applied
Horse Stalls		
5'x10' per day	\$10.00	\$10.00
10'x10' per day	\$15.00	\$15.00
RV Holding Tank Duming Fee (per use)	\$20.00	\$17.00

Cabins (by reservation only at Hanging Rock State Park & Morrow Mountain State Park)

Cabin rentals restricted to 7 consecutive nights in a calendar year at an individual park.

Vacation Cabins

March 15 - Nov 30 - two night minimum (per night)		\$97.00
Dec. 1 - March 14 - two night minimum (per night)		\$85.00
Seven night rental - first Monday in June - third Monday in Aug.	\$450.00	\$517.00
Minimum 7 night reservation required from Monday - Monday		

Camping Cabins - Maximum capacity 6

Premium rate		\$32.00
Standard rate		\$27.00
Senior citizen		\$3.00 reduction of rate applied

Camping Cabins - with electricity - Maximum capacity 6

Premium rate		\$55.00
Standard rate		\$32.00
Senior citizen		\$3.00 reduction of rate applied

Swimming/Bathhouse

per adult, age 13 and over	\$5.00	\$5.00
per child, 3-12	\$4.00	\$4.00

One Week Swimming Pass

per adult, age 13 and over		\$18.00
per child, 3-12		\$14.00

Annual Swimming Pass (interchangeable withy Annual Ferry Pass and Annual Car Pass)

per person		\$60.00
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Organized Group Fee (Groups larger than 15)

per person		\$3.00
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Non-motorized Boat Rental

per hour	\$5.00	\$5.00
Bicycle Rental		
per hour		\$5.00
Picnic Shelter Rental (by reservation only)		
1-4 tables	\$45.00	\$45.00
5-8 tables	\$70.00	\$70.00
9-12 tables	\$95.00	\$95.00
<u>Jordan Lake State Recreation Area</u>		
White Oak - per day (by reservation only)		\$1,250.00
<u>Lake James State Park</u>		
Catawba River Swimming Area - per day (by reservation only)		\$300.00
<u>Cliffs of the Neuse State Park</u>		
Lake Beach Area - per day (by reservation only)		\$300.00
Available Labor Day - Memorial Day		
<u>Kerr Lake State Recreation Area</u>		
Nutbush Boating Event Facility		\$185.00
Parking Fee		
Standard rate - per car per day	\$6.00	\$6.00
Holiday/Weekend rate - per car per day		\$7.00
Standard Senior rate - per car per day (62 and over)	\$4.00	\$4.00
Holiday/Weekend Senior rate - per car per day		\$5.00
Standard Bus rate	\$15.00	\$15.00
Holiday/Weekend Bus rate		\$20.00
Annual Pass for car (Interchangeable with Annual Ferry Pass & Annual Swimming Pass per car	\$50.00	\$60.00
<u>Hammocks Beach State Park - Ferry</u>		
per adult (13 and over)	\$5.00	\$5.00
per Senior and child (age 3-12)	\$3.00	\$3.00
Organized school/camp group - minimum 30 persons		\$2.00
Annual Ferry Pass (Interchangeable with Annual Swimming Pass & Annual Car Pass)	\$50.00	\$60.00
Community Buildings	\$185.00	\$185.00
Special Activity Permit		
Special Use Fee	\$35.00	\$35.00
Non-corporate event (estimated total attendance of 60 or less) (Additional expenses incurred by park may be charged in addition to permit fee)		\$60.00
Non-corporate event (estimated total attendance of more than 60) (Additional expenses incurred by park may be charged in addition to permit fee)		\$120.00
Corporate event (estimated total attendance of 100 or less) (Additional expenses incurred by park may be charged in addition to permit fee)		\$100.00
Corporate event (estimated total attendance of more than 100) (Additional expenses incurred by park may be charged in addition to permit fee)		\$200.00
Commercial event (non-profit) (Additional expenses incurred by park may be charged in addition to permit fee)		\$100.00
Commercial event (for-profit) (Additional expenses incurred by park may be charged in addition to permit fee)		\$200.00

Carolina Beach State Park - Marina Slip rental and other fees

(All slip rental fees shall be paid in full at time lease is executed)

Transient, overnight dockage (no longer than 14 days any 30 day period) \$30.00 \$30.00

Slip Rental (fees charged according to term of lease and vessel size. Once month lease:

25 feet and smaller \$260.00 \$260.00

26 feet - 30 feet \$310.00 \$310.00

31 feet - 35 feet \$360.00 \$360.00

36 feet - 40 feet \$410.00 \$410.00

Six month lease (runs 183 days from date executed)

25 feet and smaller \$1,500.00 \$1,500.00

26 feet - 30 feet \$1,800.00 \$1,800.00

31 feet - 35 feet \$2,100.00 \$2,100.00

36 feet - 40 feet \$2,400.00 \$2,400.00

Twelve month lease (runs 365 days from date executed)

25 feet and smaller \$2,800.00 \$2,800.00

26 feet - 30 feet \$3,400.00 \$3,400.00

31 feet - 35 feet \$3,900.00 \$3,900.00

36 feet - 40 feet \$4,500.00 \$4,500.00

Boat Launching Fee \$6.00 \$6.00

Holding Tank Pump Out \$20.00 \$20.00

Battery Charge Service \$5.00 \$20.00

Fort Fisher State Recreation Area - 4WD Beach Access Annual Permit

Daily permit \$12.00 \$15.00

Weekend \$25.00

Annual Permit \$50.00 \$60.00

Program Fees - Certified Instructor Fee (per person) \$5.00

School or Camp Fee (per person) \$2.00

Learning and Meeting Spaces:

Amphitheatre

Half Day (4 hrs.) \$42.00

Full Day (8 hrs.) \$62.00

Classroom/Conference Room/Outdoor Classroom

Half Day (4 hrs.) \$72.00

Full Day (8 hrs.) \$147.00

Audio Visual Equipment

Half Day (4 hrs.) \$10.00

Full Day (8 hrs.) \$20.00

Haw River State Park

Motel:

Conference attendance, adult, motel room single occupancy with meals per person/night \$108.00

Conference attendance, adult, motel room double or triple occupancy with meals per person/night \$84.00

Conference attendance, adult, motel room single occupancy per person/night no meals \$88.00

Conference attendance, adult, motel room double or triple occupancy per person/night no meals \$60.00

Conference attendance, youth ages 5-18, per person/night, with meals	\$42.00
Conference attendance, youth ages 5-18, per person/night, no meals	\$18.00
Bunkhouse:	
Conference attendance, adult, cabin bunkhouse, per person/night with meals	\$66.00
Conference attendance, adult, cabin bunkhouse, per person/night no meals	\$42.00
Conference attendance, youth ages 5-18, cabin/bunkhouse per person/night with meals	\$42.00
Conference attendance, youth ages 5-18, cabin/bunkhouse per person/night no meals	\$18.00
Commuter:	
Day commuter event attendance, meals and extra meals for overnight or day events, per person per meal	\$9.50
Day commuter event attendance, snacks and extra snacks for overnight or day events, per person per snack	\$2.50
Additional Facilities:	
Conference Room, Gymnasium or Swimming Pool rental up to 4 hrs.	\$90.00
Conference Room, Gymnasium or Swimming Pool rental more than 4 hrs. and up to 8 hrs.	\$180.00
Additional facility rental for a fully paid conference per facility (conference room, swimming pool or gymnasium)	\$30.00
Programs:	
Environmental Education program, 4 hours with meal, per person	\$17.00
Environmental Education program, 4 hours no meal, per person	\$11.00
Environmental Education program, full day with meal, per person	\$22.00
Environmental Education program, full day no meal, per person	\$17.00
Environmental Education program overnight cabin bunkhouse occupancy with meals per person/night	\$66.00
Environmental Education program, additional night(s), cabin bunkhouse occupancy with meals per person/night	\$40.00
Day Camp:	
Day camp per day per child no meal	\$25.00
Specialty camp overnight with meals, per person/night	\$77.00
Entire conference facility per night (up to 180 persons)	\$6,000.00

One free adult chaperone for each ten youths (ages 5-18) in environmental education programs, not prorated.

Each night stay with meals includes 3 meals and 1 snack.

Motel stays for conferences include 1 conference room.

Minimum conference attendance for overnight stay or day event is 10 persons.

Minimum paid environmental education program attendance is 15 persons.

No charge for children under the age of 5 for overnight stay when accompanied by a parent or guardian.

Double occupancy rates must include two paying guests.

State park staff has the option of placing environmental education participants in motel rooms when cabin bunkhouses are full, or to accommodate medical or disability needs, at the environmental education rates.

Groups requesting motel accommodations for environmental education will be charged at the conference rates.